

# ***Competition, War & Transformation***

## ***Interagency Framework for Operational Planning and Force Development***

**2 June 2004**

**CDR Todd Kiefer  
Joint Staff J7 JTD  
todd.kiefer@js.pentagon.mil  
703-695-7745**

# ***Purpose & Agenda***

## **Purpose**

- **Discuss concept elements which are missing or not fully developed in current JOpsC family of concepts**

## **Agenda**

- **Freedom of Action**
- **Dimensions of Competition**
- **Fires & Maneuver**
- **Principles of War**
- **Legitimacy**
- **Definitions**
- **Principles of Transformation**
- **Sense-Making**

**War is the Ultimate  
Expression of  
Competition.**

**To What Ends Do We  
Compete?**

# ***Freedom of Action***

**The human pursuit of increased *Freedom of Action* drives individuals and nations to war and lesser forms of competition.**

## **1. *Increase Capacity for Independent Action***

- Develop and advance
- Stable and best case

## **2. *Survive on Own Terms***

- Preserve status quo welfare, freedom, security
- Marginally stable

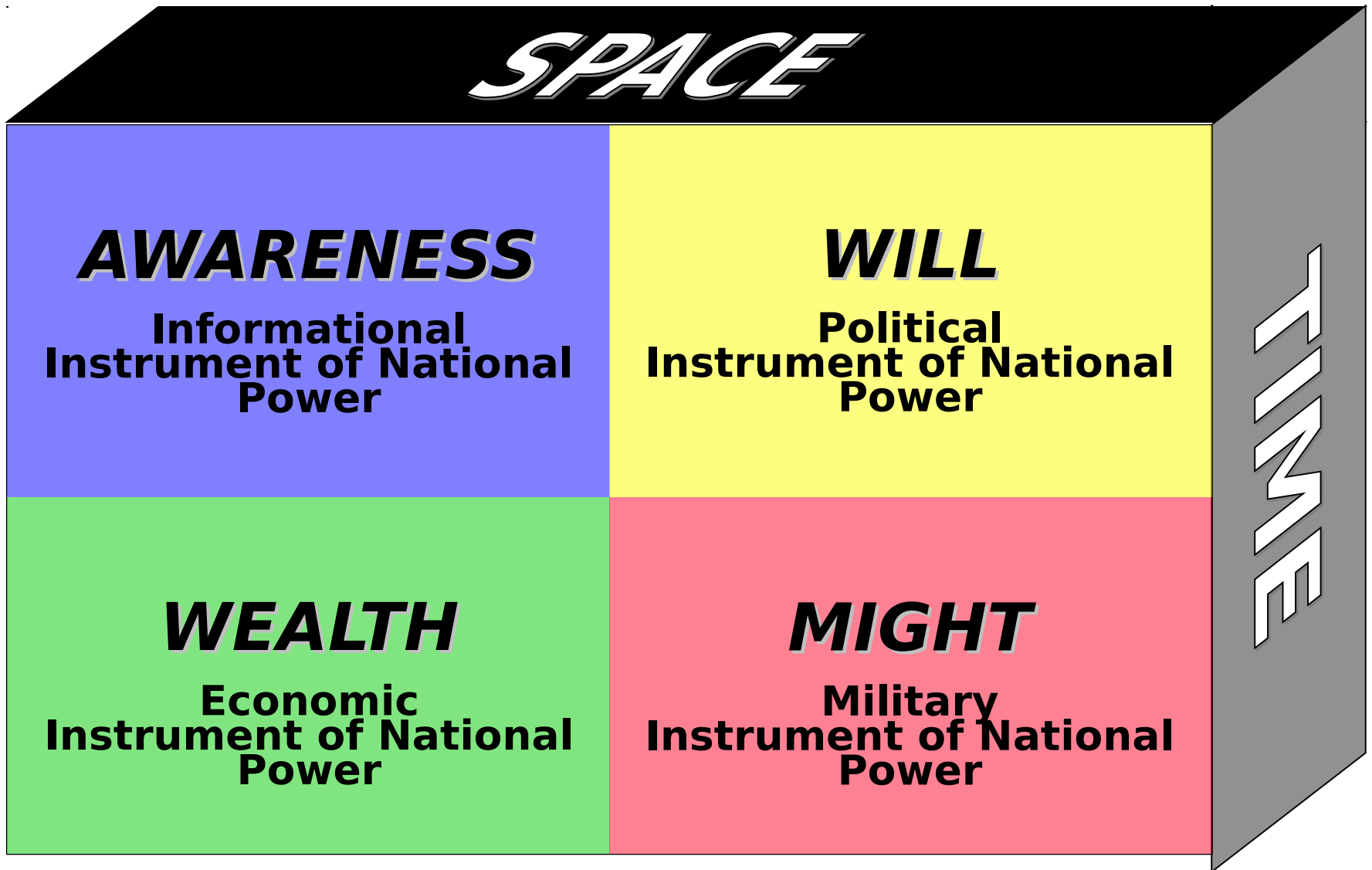
## **3. *Survive***

- Exist with diminished satisfaction and freedom
- Unstable

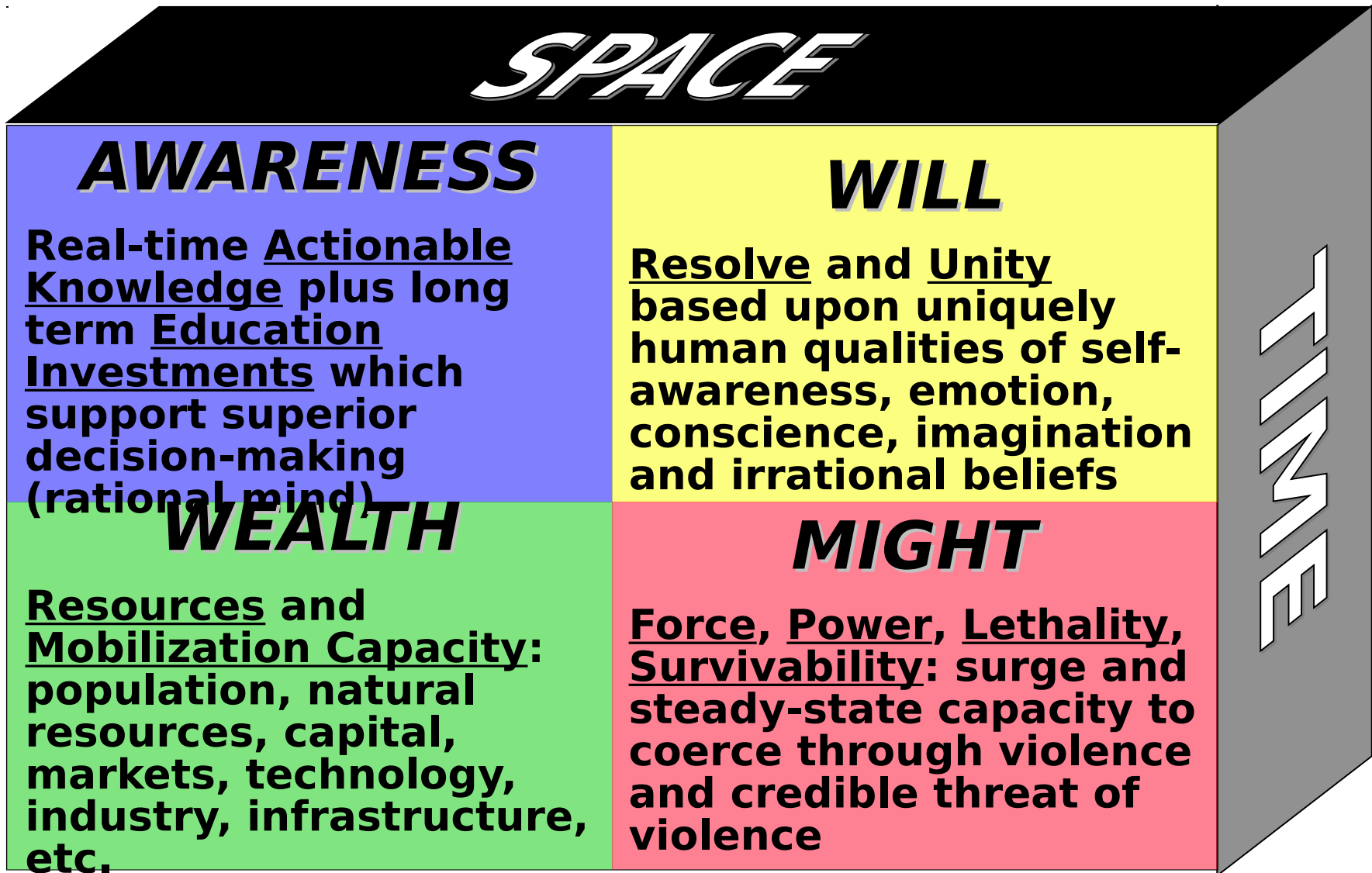
# **How Do We Compete?**

## **Six Dimensions**

# *Competitive Dimensions*



# ***“DIME” Dimensions & Measures***



# *Space & Time Dimensions & Measures*

***SPACE***

**Access & Exploitation  
of land, sea, air, space  
domains**

**Primacy & Endurance:  
surprise, speed,  
simultaneity,  
innovation,  
persistence, OODA and  
force development  
cycles**

***TIME***



# ***Defeat (Success) Mechanisms***

***Each Dimension has a Defeat Mechanism:  
The adversary is defeated when rendered  
impotent in one or more of the six dimensions.***

***Space*** - Lacks access and opportunity, or is imprisoned

***Time*** - Is outpaced, outlasted, is too slow to inflict or parry any blow

***Wealth*** - Lacks money, people, equipment, and sponsors

***Awareness*** - Is blind and deaf to his opponent, his environment, and himself

***Will*** - Refuses or lacks the collective support to act aggressively

***Might*** - Is overpowered, disabled, or dead

# ***Fires and Maneuver***

## ***How do we fight?***

***-By creating and destroying capabilities and advantage***

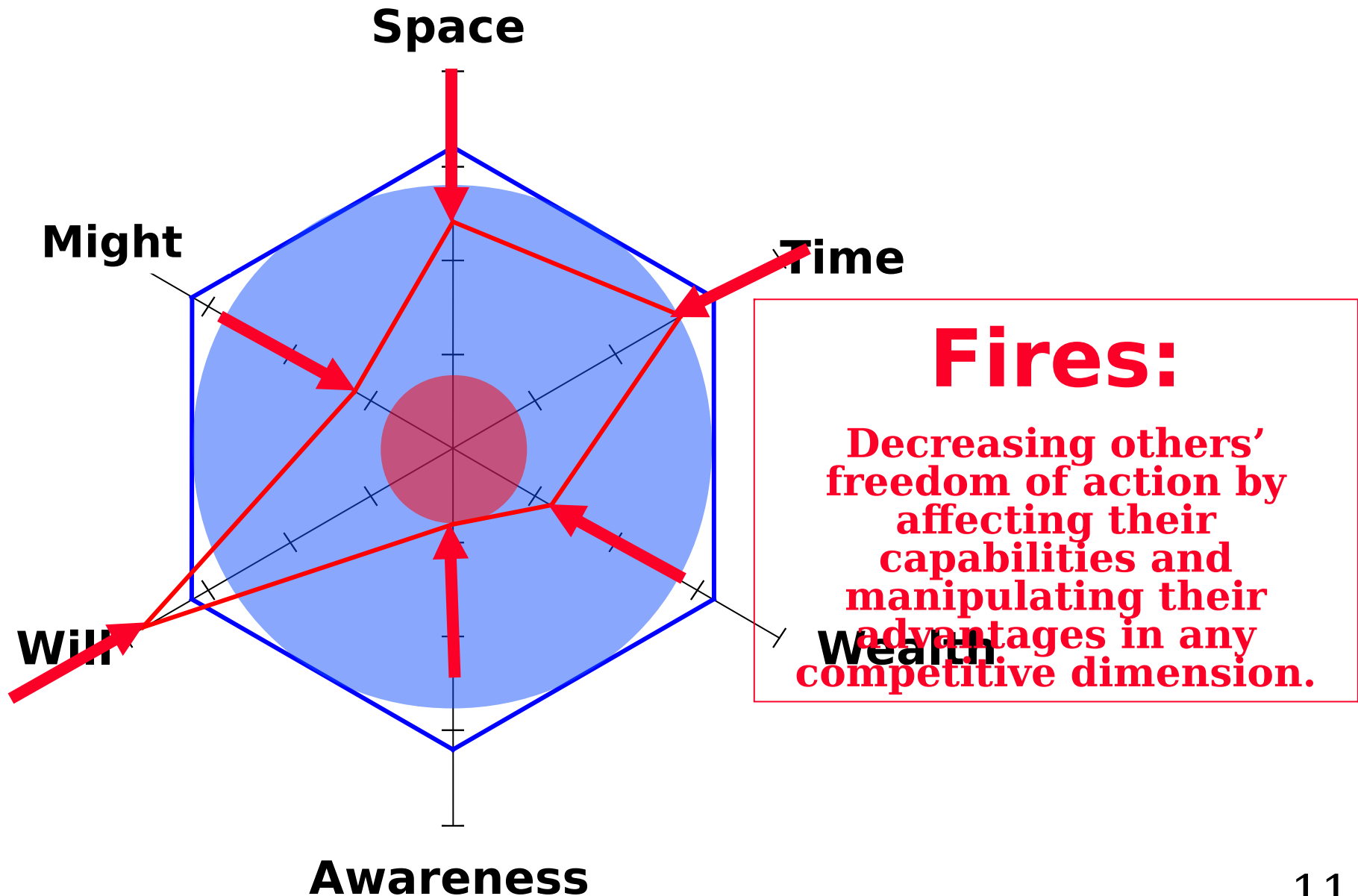
### ***Fires (threat-based / external focus):***

**Decreasing others' freedom of action by affecting their capabilities and manipulating their advantages in any competitive dimension.**

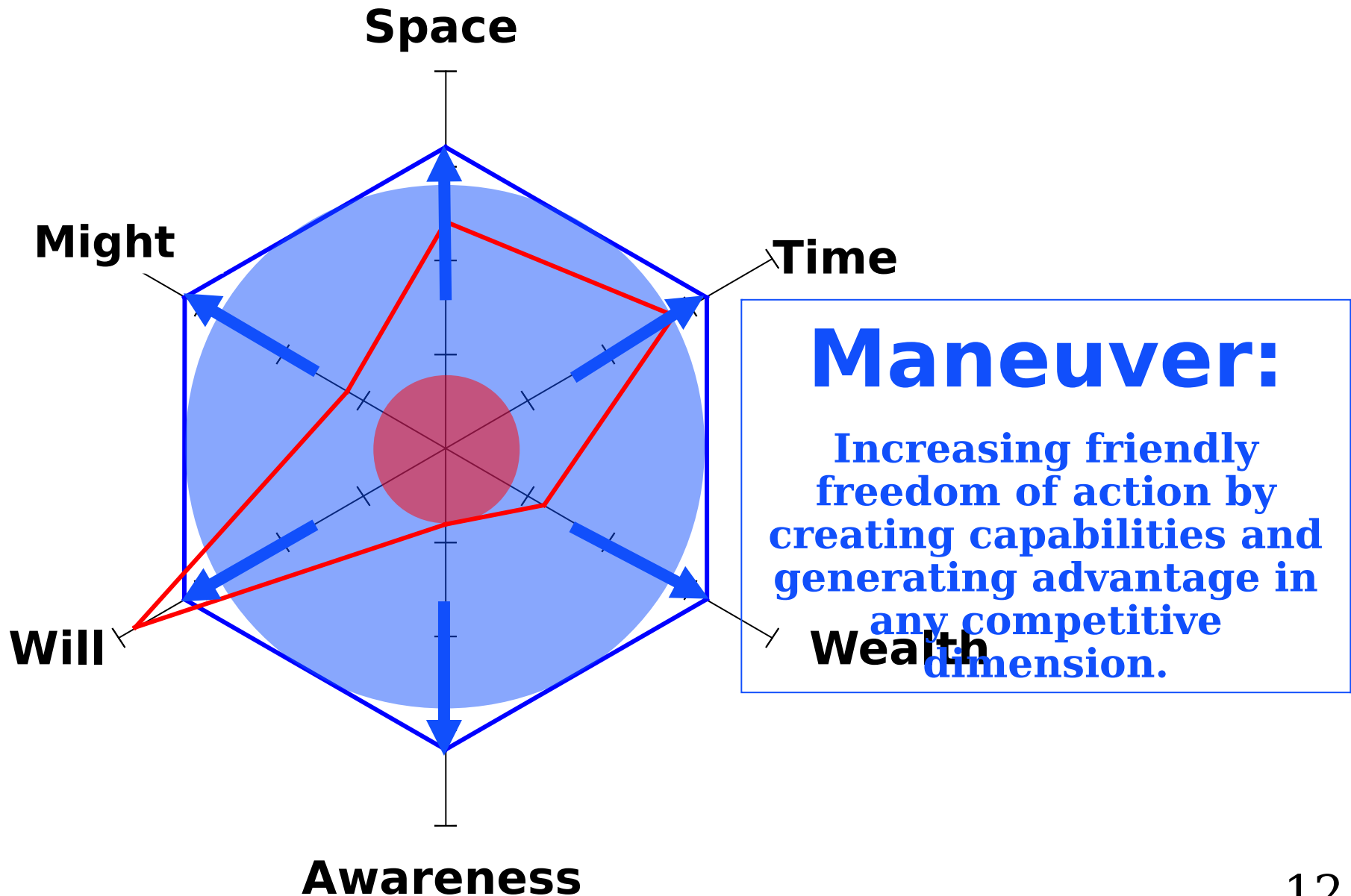
### ***Maneuver (capabilities-based / internal focus):***

**Increasing friendly freedom of action by creating capabilities and generating advantage in any competitive dimension.**

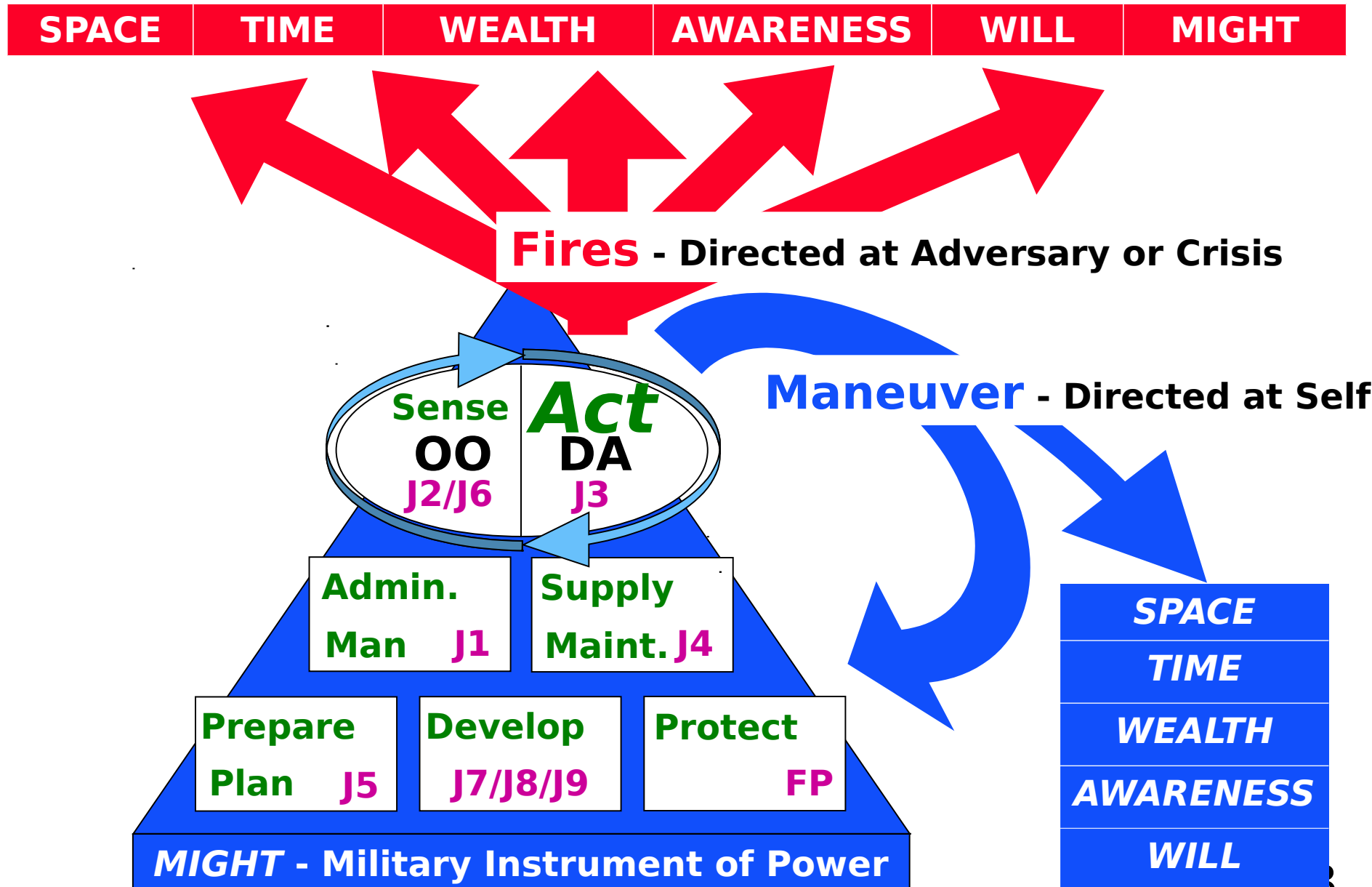
# ***Fires***



# *Maneuver*



# Strength Dimension



# **Information Age Principles of War & Peace**

- **Knowledge-Enabled**
- **Legitimacy-Centric**

# *Evolution of the Principles of War*

**Principle:** A fundamental truth, law, doctrine, or motivating force, upon which others are based. (Websters)

## **Sun Tzu<sup>1</sup>**

- Harmony
- Deception
- Swiftiness
- Fluidity
- Surprise
- Shock
- **Dispersion / Concentration**
- **Cheng / Ch'I (symmetry / asymmetry)**

***(Dialectic)***

## **USSR<sup>2</sup>**

- Mass & Correlation of Force
- Economy / Sufficiency of Force
- Preserve Combat Effectiveness
- Initiative
- Mobility
- Tempo
- Surprise
- Simultaneous Attack in Depth
- "Networking"

## **UK/AUS<sup>2</sup>**

- Aim
- Concentration of Force
- Cooperation
- Security
- Flexibility
- Offensive
- Economy of Effort
- Surprise
- Morale

## **USA<sup>3</sup>**

- Objective
- Mass
- Unity of Command
- Security
- Maneuver
- Offensive
- Economy of force
- Surprise
- Simplicity

<sup>1</sup>Art of War

<sup>2</sup>AFSC Pub 1, 1997

<sup>3</sup>JP 3-0 / FM 100-15

# *A Knowledge-Enabled Continuum*

20<sup>th</sup>  
Century

**Uncertainty / Fog of War**

21st Century

**Actionable Knowledge**

## Current Principles

Simplistic and conflict with each other (i.e., Offensive vs. Security, Maneuver vs. Simplicity, etc.)

Expedients to fall back upon when lacking actionable knowledge of the battlespace or when C2 breaks down

Awareness + Control

Ideals to pursue when possessing actionable knowledge and the C2 agility to dynamically shift effort



# *Operating on a Knowledge-Enabled*

20<sup>th</sup>  
Century

Battlespace Ignorance

21st Century

Actionable Knowledge

Continuum

## Current Principles

Simplistic and conflict with each other (i.e., Offensive vs. Security, Maneuver vs. Simplicity, etc.)

Expedients to fall back upon when lacking actionable knowledge of the battlespace or when C2 breaks down

Awareness + Control

Ideals to pursue when possessing actionable knowledge and the C2 agility to dynamically shift effort

# *Principles of Legitimacy*

## Justice in Government:

- *Consent of the governed* (Declaration of Independence)

## Justice in Warfare (Law of Armed Conflict):

- *Discrimination, proportionality, minimized suffering*  
(*Jus in Bello*)

Information age demands transparency and a public  
*decision audit trail* to prove compliance

## Stable Outcome:

- *Status quo is unstable* state by definition in the information age.
  - Everyone wants their kids to do better than they did
  - “Conflict is not caused by poverty, but by development.”- Robert Kaplan
  - A stable endstate must yield more freedom of action than the initial state for all parties (i.e., win-win)

# ***Definitions***

## **Peace:**

**All degrees of competition short of violence.**

## **War:**

**Lethal competition between populations.**

## **Legitimacy:**

**The general support a government enjoys when its constituent population and neighboring states believe its actions sustain or increase their freedom of action. Governments that lose internal legitimacy face revolution, those that lose (or willingly sacrifice) external legitimacy face war.**

## **National Security:**

**The sustained or increasing freedom of action for a nation's population secured by a legitimate and stable government**

# ***A Success Mechanism for Stability***

## **Military Success - Victory:**

**increasing our freedom of action and reducing adversary freedom of action to a favorable balance which satisfies our government's political leadership (win-lose: temporary condition which can only be maintained by a continuing force advantage).**

## **DIME Success - Stability:**

**Achieving an enduring, peaceful state where all parties are governed and believe they have greater freedom of action (are better off) than the status quo ante (win-win: ideal stable outcome requiring no maintenance by force).**

# Knowledge-Enabled Principles of War

20<sup>th</sup>  
Century

Uncertainty / Fog of War

21st Century

Actionable Awareness

Objective

Unity of Command

Maneuver / Simplicity

Offensive / Surprise/ Security/ Perseverance

Economy of Force/ Mass

Legitimacy / Restraint (MOOTW)

Objective: Hard Endstate and Inflexible intermediate objectives, Fallback for anticipated C2 breakdown in battle

Positive Control: Rigid layered vertical hierarchy, Compartmented decision authority, unilateral action

Simplicity: Concentration, Symmetry, Confrontation, Attrition, Deconflicted Arms, Episodic Pressure

Reaction: Adjusting, Adapting, Coping, Compensating, Constraints, Conservatively posturing forces for Security against unknown threats

Mass: Applying a preponderance of resources to compensate for uncertainties and waste

Force-Centric: Application of overwhelming force, Tolerance of collateral damage, Clumsy, Not synced with other instruments of power, Focus on winning battle.

Awareness + Control

Opportunity: Hard Endstate, Soft Objectives, Create & Exploit unfolding options in real-time with agile C2

Orchestration: IA / MN / NGO collaboration, Self-Synchronization, Dispersed decision authority commensurate with awareness and ownership of forces

Complexity: Dispersion, Asymmetry, Dislocation, Mobility, Integrated Arms Depth, Agility, Synergy, Continuous Pressure, Deception,

Initiative: Primacy, Surprise, Anticipation, Innovation, Freedom, Aggressively posturing forces for Activity by only defending against actual threats

Efficiency: Coherent & Precise application of optimum resources, Capitalizing on 1st/2nd/3rd-order effects

Legitimacy-Centric: Precise, Discriminate, Proportional application of force, Minimized suffering, Subtle, Synced with other instruments of power, Focus on shaping the peace.

# *Principles of Peace*

## **Uncertainty / Fog of War**

### **Force-Centric:**

- **Uncoordinated DIME actions**
- **Inflexible menu of military actions**
- **Overwhelming force**
- **Collateral damage /**

**Increasing Knowledge + Control**

## **Actionable Awareness**

### **Legitimacy-Centric:**

- **Coherent DIME actions**
- **Flexible, responsive, adaptive menu of military actions**
- **Precise, discriminate, proportional force**

# **Principles of Transformation**

# Transformation Principles

**For the JROC / Services to use to evaluate proposed Capability Requirements, Experimentation, Concept Development, DOTMLPF Changes, etc.**

**(Derived from QDR 01, DPG 04, TPG)**

- 1. Supports winning the Global War on Terrorism**
- 2. Promotes Joint, Interagency and Multinational Operations**
- 3. Promotes revolutionary change and innovation**
- 4. Protects US homeland and friendly forces and bases abroad from conventional and CBRNE attack**
- 5. Increases the breadth and/or depth of our dominance of the spectrum of military capabilities, missions, and threats** (fills in gaps or asymmetric vulnerabilities, is better than what we already have, can do more than just neutralize its symmetric counterpart in the competition space)
- 6. Promotes shared battlespace awareness** (inescapable surveillance, analysis, data fusion/filtering/distribution, information assurance, training, leadership & education)



# Transformation Principles

**7. Improves our ability to orchestrate military employment and exploit unfolding options in real-time** (joint arms, networked JC4ISR, reach back, sensor-to-shooter targeting, adaptive C2, horizontal integration, distributed collaborative planning, cooperative detection/engagement, tailorable common picture, decision superiority, SJFHQ, JIACG, FMS, IMET)

**8. Promotes legitimacy** (Precision, discrimination, proportionality, minimized unnecessary suffering, automated ROE-compliance tools, combat ID, in-flight retarget/recall, non-lethal/non-kinetic, mission recorders, onboard sensors/BDA capability, public information, military diplomacy, IO, media engagement, etc.)

**9. Has utility across a wide range of military operations** (applicable to major combat operations, homeland defense, smaller-scale contingency operations, theater security cooperation, routine peacetime operations)

**10. Promotes forward presence/deterrence** (fast, persistent, advanced mobility, low logistic burden, bare base capable, all weather, assured access, immediate employability, theater security cooperation)

# Transformation Principles

**11. Counters Proliferation**

**12. Mitigates LD/HD**

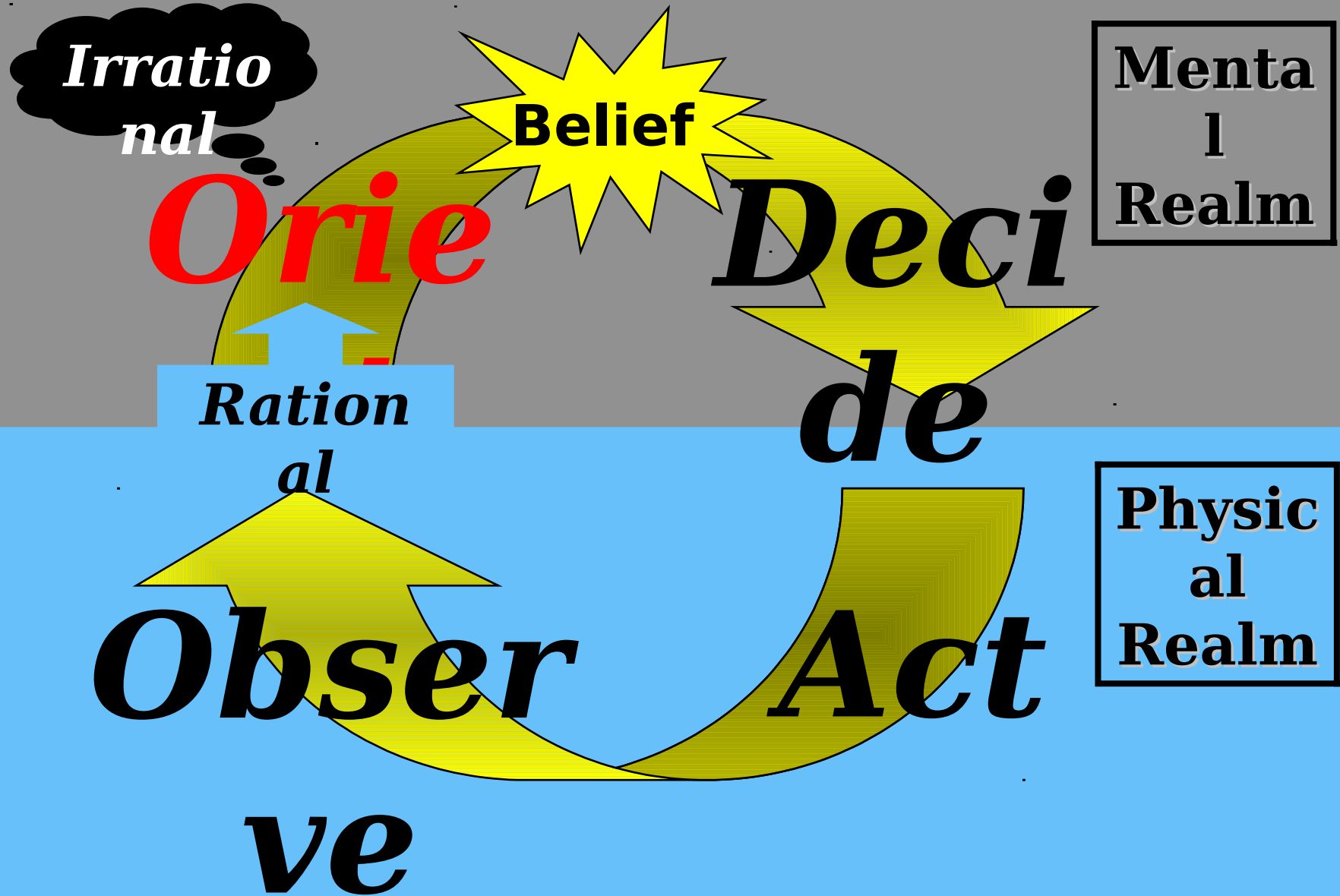
**13. Increases tooth-to-tail ratio**

**14. Improves business practices**

**15. Best choice among alternatives** (best operational performance balanced by risk and cost of new proposed solutions, or is an essential legacy item with no ready replacement)

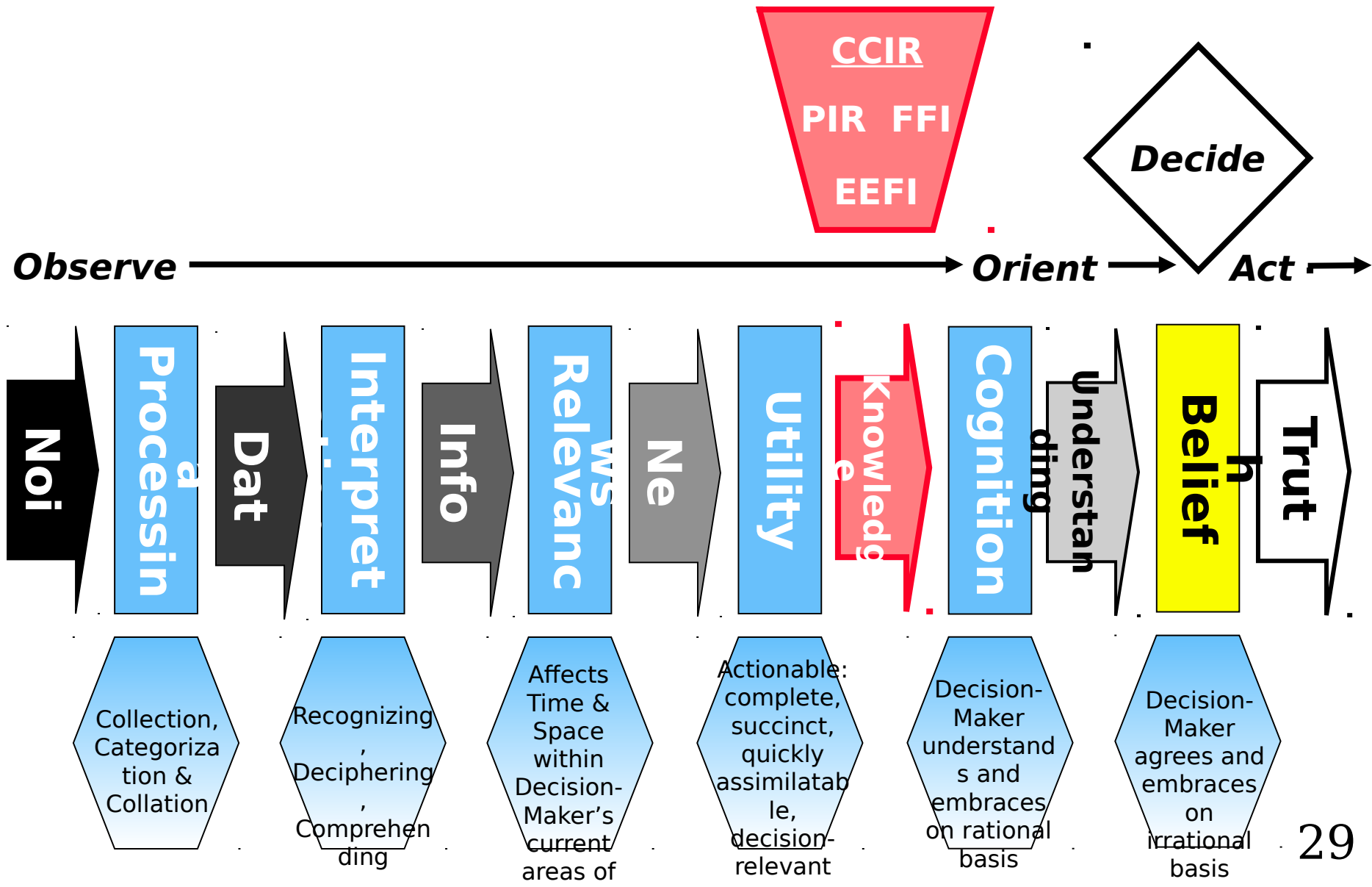
# **Sense-Making**

# Orientation (Sense-making)

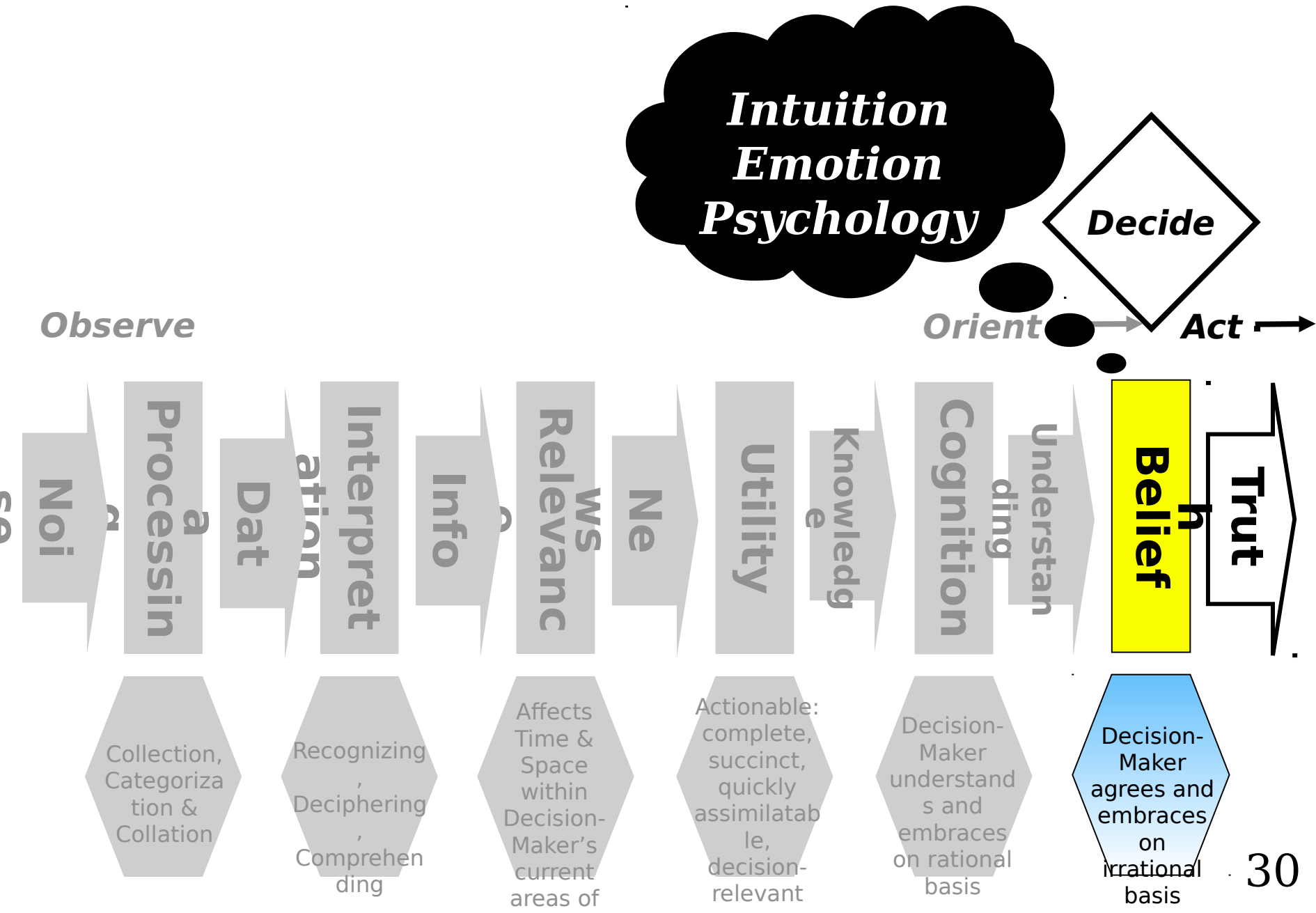


# Rational Orientation

## (Human Information Processing and Filtering)

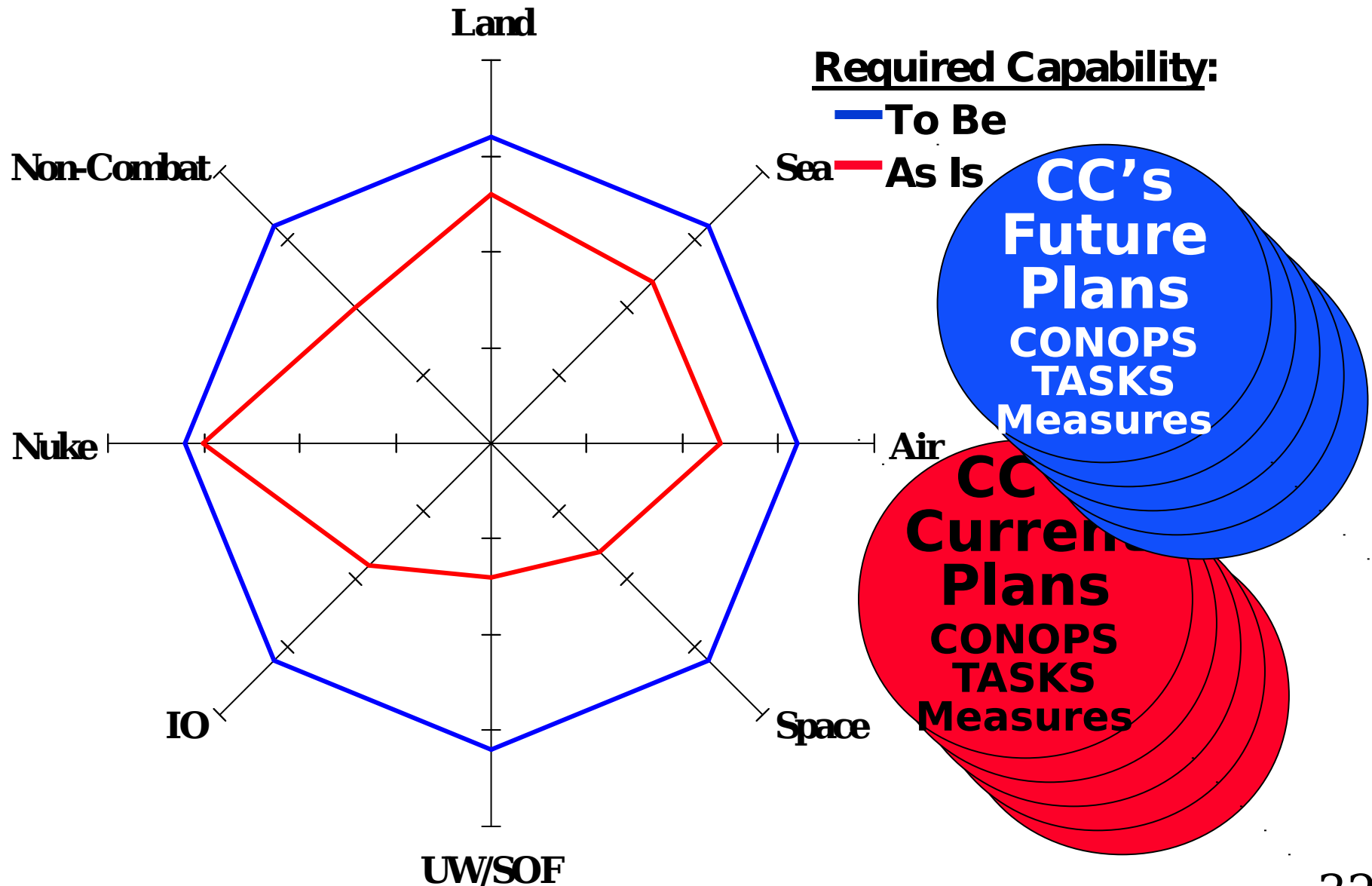


# Irrational Orientation



**For Further Refinement**

# Military Capability (*Strength Dimension*)





# **Proposed Definition**

## **Coherent Joint Arms**

**The synergistic application of US joint military forces as an integral component of national power, in coordination with interagency, government and non-government organizations, the private sector, and multinational partners in efforts across all competitive dimensions to ensure and expand friendly freedom of action and limit the freedom of action of any adversary.**